

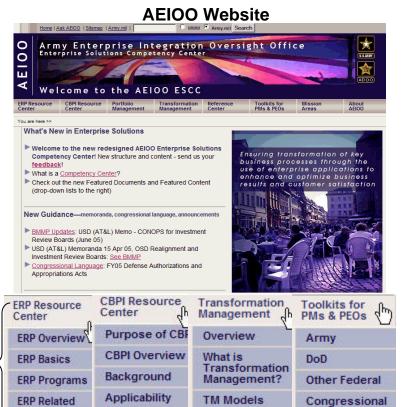
Army Enterprise Integration Oversight Office Enterprise Solutions Competency Center



About AEIOO

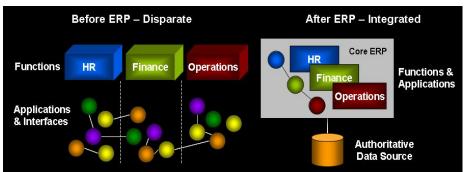
The Secretary of the Army established AEIOO to:

- Provide Departmental policy, guidance, and direction for all Army Enterprise Resource Planning (ERP) solutions
- Ensure synchronization of business processes with operational (warfighting) processes



What is an ERP?

- An integrated suite of information technology applications and best practice business processes
 - Shares common data and practices across the enterprise
 - Manages information in a real-time environment
 - Enables configuration of applications to meet business needs based on best practices
 - Automates and integrates the enterprise's business processes

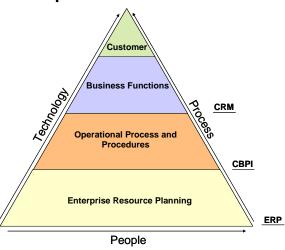


ERP Value

- Integrate processes and information systems
- Synchronize end-to-end business processes
- Consolidate and/or eliminate current systems
- Reduce portfolio complexity
- Establish an authoritative data source
- Enable real-time response to business problems
- Provide better information to improve decision-making
- Enable continuous process improvement

Organizations

Scope of Transformation



Relevance to the Army

The new strategic context for an Army at War is shaping how we will fight and win in the future. To accomplish its mission the Army is transforming to support continuous operations focused on enabling the Warfighter. From a Transformation perspective, this includes the support processes, organizations, and systems that support the Warfighter. ERP solutions support an aspect of the Army Transformation. However, change management impacts all aspects of the transformation effort including Sustainability Change Shared Upgraded people, process and technology.

Skills

Gaps

Addressed

Aligned

Processes &

Organization

People

Updated

Strategy

High

Performing

Addressed Teams Open Allice Open Allice Open Allice Open Allice Open Allice Open Allice Open Addressed Teams Open Allice Open Addressed Teams Open Addressed

Engaged

& Aligned

Stakeholders

Prepared &

Mobilized

Change management is the backbone of any transformation effort. The interrelated activities that support any change initiative include planning, leadership and stakeholder management, communications, organizational alignment and learning.

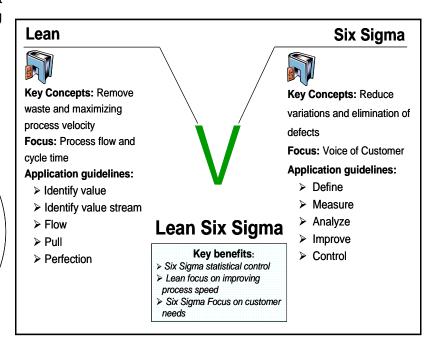
What is Continuous Business Process Improvement (CBPI)?

- An approach for transforming business processes and organizations:
 - Embeds change management as part of the improvement process
 - Leverages the implementation of an ERP solution
 - Refers to both continuous improvement to existing incremental processes and larger, more radical change

Relationship between CBPI and an ERP Solution

Although an ERP generally refers to a software solution, it also encompasses the business processes that drive system requirements and capabilities. ERP systems support and enable the transformation of enterprises through the deployment of best practices and integrated business processes. The scope of the transformation, as illustrated in the Scope of Transformation graphic is focused on all aspects of the enterprise to include: people, processes, and technology

Transformation Principles





Six Sigma Improvement Process Method (DMAIC)



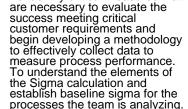
1.0 Define Opportunities



Objective

To identify and/or validate the improvement opportunity, develop the business processes, define critical customer requirements, and prepare themselves to be an effective project team.

2.0 Measure Performance



To identify critical measures that





To stratify and analyze the opportunity to identify a specific problem and define an easily understood problem statement. To identify and validate the root causes that assure the elimination of "real" root causes and thus the problem the team is focused on.





To identify, evaluate, and select the right improvement solutions. To develop a change management approach to assist the organization in adapting to the changes introduced through solution implementation.

5.0 Control Performance



To understand the importance of planning and executing against the plan and determine the approach to be taken to assure achievement of the targeted results. To understand how to disseminate lessons learned, identify replication and standardization opportunities/processes, and develop related plans.

On-Going Activities

Change Management

Customer Alignment

Strategy Alignment

Project Management

Project Case Development

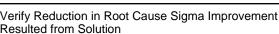
Process Management

Main Activities

- Validate/Identify Business Opportunity
- Validate/Develop Team Charter
- •Identify and Map Processes
- •Identify "Quick Win" and Refine Process
- Develop Team Guidelines & Ground Rules
- •Identify Input, Process and Output Indicators
- Develop Operational Definition & Measurement Plan
- •Plot and Analyze Data
- •Determine if Special Cause Exists
- •Determine Sigma Performance
- Collect Other Baseline Performance Data



- Stratify Data & Identify Specific Problem
- Develop Problem Statement
- •Identify Root Causes
- Design Root Cause Verification Analysis
- Validate Root Causes
- •Enhance Team Creativity & Prevent Group-Think
- Generate Solution Ideas
- Determine Solution Impacts: Benefits
- Evaluate and Select Solutions
- •Develop Process Maps & High Level Plan
- Develop and Present Storyboard
- Communicate Solutions to all Stakeholders



- Identify if Additional Solutions are Necessary to Achieve & Goal
- Identify and Develop Replication & Standardization Opportunities
- Integrate and Manage Solutions in Daily Work Processes
- Integrate Lessons Learned



